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14 February 1972

MEMORANDUM FOR THE RECORD

SUBJECT: John Huizenga's Ideas on Product Improvement

1. The following views were expressed by the Director, ONE, this date with respect to procedures and mechanisms by which intelligence products can be improved.
2. Mr. Huizenga is convinced that the most effective method of acquiring feedback depends on informal face-to-face contact. The difficulty is that intelligence personnel are not in regular contact with high level policy users of their product.
3. He cited two recent examples of his thesis:
 - a. In late 1971 BNE and OER drafted a study on international economic affairs. This study had impact because of its timing since it was completed just before the opening of international monetary negotiations. The study was developed after consultation with the expected users and this contact was maintained through the permanent liaison which OER has with the Council of International Economic Policy.
 - b. The revised series of NIE 11-8 and 11-13 documents were prepared after face-to-face discussions with personnel on Mr. Kissinger's White House staff. Mr. Huizenga considers that continuing contact with respect to consumer interest in the NIE 11-8 and 11-13 series can be maintained by two mechanisms: (1) continuing the practice of discussing upcoming memoranda with Andrew Marshall and other White House staff members and (2) calling on the State and Defense representatives working on particular NIEs to report on matters which are of concern to their departments or which reflect what their users are saying about the NIEs.

Product Evaluation

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4. Mr. Huizenga is going to change the format of the 11-8 and 11-13 series in the next cycle since he does not consider that it will be useful to repeat the elaborate historical descriptions of weapons systems which were included in the 1971 series. He proposes that the NIE 11-8, for instance, will include an executive summary (which should take not more than 15 minutes to read); then a text confined to the open issues in which the evidence will be reviewed and the trend of analysis indicated. This text could be supported by a number of annexes, some of which may be quite detailed. Mr. Huizenga considers that packaging the estimate for different consumers would be too difficult but that consumers will be able to use whatever portion of the new NIE 11-8 which is of interest to them.

5. He indicated no written "lessons learned" type paper has been prepared reviewing the changes in the 11-8 and 11-13 series. He also agreed to check with other members of the BNE to see if he can uncover enough information to guide a search for two earlier consumer reaction surveys which I cited to him. These were the survey by personal interests Warren House conducted with high level consumers some time in the 1950's and the questionnaire system used to elicit responses to NIEs in the late 1950s or early 1960s. Mr. Huizenga personally was not aware of the existence of any summation of either of these efforts, except possibly one Bob Komer may have made, but will have a search made.

6. He also agreed to provide me with copies of a DCI letter to the Secretary of State, Secretary of Defense and the White House concerning NIE 11-8 and the State and Defense responses. He felt these letters illustrated his point that generalized requests for comment do not elicit a useful reaction.



Chief/PRG

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